

INNOVATION MANAGEMENT SYSTEM

OKI has introduced the Innovation Management System (IMS) “Yume Pro” and is conducting innovation creation activities. The purpose of this system is to organically work on our leadership, vision, plan, support structure, innovation creation activities, and evaluation/improvement based on our organization’s situation while also increasing the level of maturity, and the system is appreciated* as an initiative under which an IMS-related international standard, ISO 56002, has been implemented pre-emptively.

*Ministry of Economy, Trade and Industry’s “Guidelines of Value Creation Management for Japanese Corporations” (October 2019)

Vision

With Yume Pro, we are aiming to resolve the social issues set forth by the SDGs through innovation. Based on the OKI Group’s materiality as specified in Medium-Term Business Plan 2022, we will develop a growth strategy (see page 22) formulated in anticipation of our post-COVID-19 society and medium-term plan for promoting innovation (medium-term innovation plan) as a vision for our Group and strive to share “opportunities intent.”

Organization and Plan

In April of 2020, we integrated the Innovation Promotion Division and Research and Development Center to establish the “Innovation Promotion Center (IPC),” which directly reports to the President, as an innovation promotion structure. By using IPC as the core to comprehensively utilize resources, we will increase the maturity of our IMS.

During the Yume Pro review implemented in fiscal year 2019, our evaluation and verification revealed that, for example, although there are signs that our corporate culture is changing to one willing to take on challenges, there are still site- and division-specific differences in the level of interest. We have incorporated improvement measures aimed at resolving these issues into our fiscal year 2020 business plan and medium-term innovation plan, and these measures are being implemented.

Support Structure (Internal Cultural Reforms)

To build a structure that enables the comprehensive utilization of Group resources for innovation, OKI is conducting various educational and other events indicated in the table to promote in-house cultural reforms. This includes the innovation training

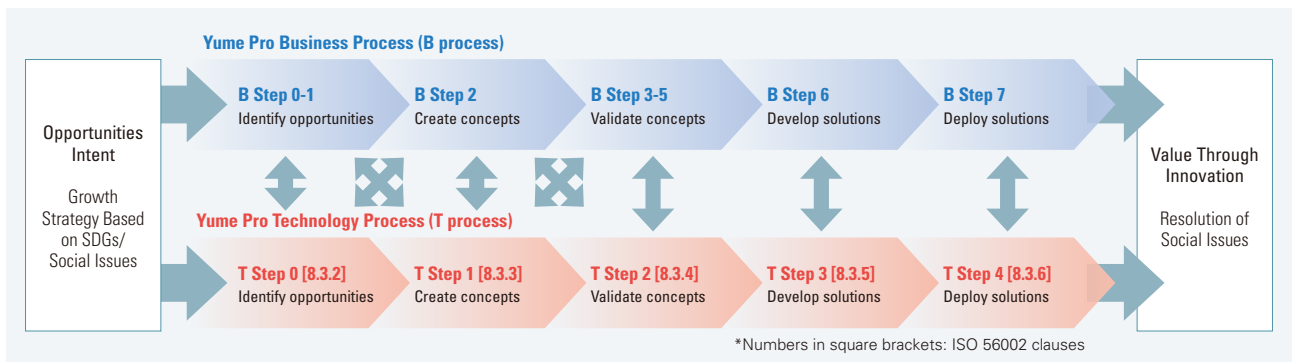
we started in fiscal year 2017, which we plan to provide to around half of the Group employees in Japan (6,000 people) by fiscal year 2022. As of October of 2020, 2,692 employees had already finished this training. In fiscal year 2020, we held the training online to prevent the spread of COVID-19, and 584 employees took part in this format. This online in-house training was among the largest scale of its sort few examples of which there are, and it is also being introduced as a case example at external seminars. In addition, we are actively conducting co-creation activities with customers to search for business opportunities related to the SDGs.

Innovation Creation Activities

Due to the establishment of the IPC, in addition to the conventional Yume Pro process, OKI has formulated the “Yume Pro Technology Process” for research and development. In terms of research and development activities as well, we will listen to our customers at the identify opportunities stage as we build the initial business model.

In addition, we hold the in-house idea contest the “Yume Pro Challenge” every year as a way to dig up specific themes. As an example, we announced our “AI Edge Robot”—a conceptual robot that arose from the contest—at CEATEC in fiscal year 2019, and the idea was highly evaluated by many members of the mass media and customers. OKI is currently working on hypothesis verification aimed at the commercialization of the AI Edge Robot, the “multi-point laser vibrometer” that won the grand prize for the fiscal year 2020 “Yume Pro Challenge”, and other ideas.

OKI’s Innovation Management System
https://www.oki.com/en/yume_pro/



“Yume Pro Technology Process” for promoting innovation in research and development